

Sample Departmental Configurations

The following are examples of departmental configurations for a firm's "people" functions:

SCENARIO 1: MERGED DEPARTMENTS, DIVISION BY COHORT

- One "People Leader": senior leadership position, such as Chief Professional Resources Officer, Managing Director, Professional Resources etc.
- Management level positions divided by cohort rather than function (e.g. Manager or Director of Staff Professional Resources, Manager or Director of Student Programs, Manager or Director of Associate Programs etc.) In this model, Directors may focus on cohorts within either the legal population or staff, or both.

SCENARIO 2: MERGED DEPARTMENTS, DIVISION BY FUNCTION

- One "People Leader": senior leadership position, such as Chief Professional Resources Officer, Managing Director, Professional Resources etc.
- Management level positions divided by function rather than cohort (Manager or Director of Recruitment, Manager or Director of Professional Development etc.). In this model, Directors may focus on cohorts within either the legal population or staff or both.

SCENARIO 3: MERGED DEPARTMENTS, HYBRID DIVISION

- One "People Leader": senior leadership position, such as Chief Professional Resources Officer, Managing Director, Professional Resources etc.
- Management level positions divided by staff and legal cohorts (e.g. Manager or Director of Staff Professional Resources and Manager or Director of Legal Professional Resources). Under the two broad umbrellas (legal and staff) managers / directors may focus on cohorts or on an area of specialization (e.g. a Director of Associate Programs may focus on all aspects of the associate lifecycle, including recruitment and professional development, or there may be a Director of Recruitment and a Director of Professional Development, who focus on those areas of specialization for all cohorts)

SCENARIO 4: SEPARATE STAFF AND LEGAL DEPARTMENTS

- Two "people leaders" in senior leadership positions, such as Chief Legal Professional Resources Officer and Chief Staff Professional Resources Officer, or equivalent
- Management and support staff divided either by function or cohort within each of the two departments.